

DD/S 64-4913

5 OCT 1964

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT : Inspector General's Report of Survey of the  
Office of Personnel

1. This memorandum is for information only.
2. Our response to the recommendations of the Inspector General in his Survey of the Office of Personnel is attached, except the responses to Recommendations No. 6 and No. 13 which were submitted to you by separate memorandum.
3. Action in response to Recommendations No. 9 and No. 11 is still open. We have expressed disagreement with Recommendation No. 16 and determined that action suggested by No. 17 is not feasible. Several of the others require action of a continuing nature, and it has been started in each case.
4. I believe the survey team is to be complimented for having conducted an objective and constructive study. I welcome these reports as impartial stimulants to the over-all improvement of the Support services. We will, of course, be pleased to pursue further any of the matters raised in this study with the Inspector General or individual members of the study group. Meanwhile, I believe that all of the recommendations have served their purpose.

/s/ L. K. White

L. K. White  
Deputy Director  
for Support

Attachment: As stated

SA-DD/S:RHW:nft (5 Oct 64)

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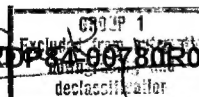
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**RESPONSE TO THE INSPECTOR GENERAL'S SURVEY  
OF THE OFFICE OF PERSONNEL**

**Recommendation 1 (page 15)**

"The Director of Personnel develop a current statement which will be used by field recruiters to describe CIA to applicants for employment. This statement should be current, factual, interesting and as complete as security will permit. It should avoid officialese and other language which has little meaning for most applicants. Periodic spot checks should be made to ensure that recruiters are following the approved script."

**Comment:**

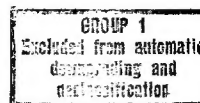
Concur. The Chief, Personnel Recruitment Division has started a program to develop a standard applicant interview format. This action will be completed after the Recruiters Conference this fall.

**Recommendation 2 (page 17)**

"The Director of Personnel review clerical requirements in all components, seek approval for necessary ceiling adjustments, and increase the rate of recruitment to reduce the possibility of a clerical shortage."

**Comment:**

Agree in principle but do not believe action recommended is necessary at this time. The effort made to have as many clericals as possible enter on duty before 30 June may have distorted the statistical analysis of clerical requirements to some degree, but we believe that the program to EOD up to 400 in the first quarter of Fiscal Year 1965 should be allowed to run its course. The manpower figures should be clearer at that time, and we will be in a better position to forecast requirements for the balance of the year. If that analysis establishes that greater recruitment effort will be necessary, it can be undertaken. We will follow in the normal course of events; but for purposes of responding to this survey, we consider the matter closed.



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Recommendation 3 (page 18)

"The Director of Personnel give the Chief, Clerical Assignment Branch authority to retain selected clericals in the pool longer than the presently scheduled two week period if necessary to complete their adjustment."

Comment:

Agree. The Chief, Clerical Assignment Branch has been given the authority to extend the pool time of individuals, subject to general review and control by the C/POD. Action called for has been completed.

Recommendation 4 (page 18)

"The Director of Personnel expand the program of hiring older female clerical personnel under reserve appointments, in view of the excellent results achieved in the experimental program."

Comment:

Agree. Recruiting efforts for this group have been increased and we will continue to exploit this source of manpower. Action has been completed.

Recommendation 5 (page 19)

"The Director of Personnel review the operations, supervision, and contribution of the Out-Placement Branch, and assign three of its five positions to personnel counseling."

Comment:

Agree in part. We believe that the operations, supervision and contribution of the Out-Placement Branch should be studied but prefer to reserve judgment on a sixty per cent reduction in staff until this study has been completed. The Executive Director-Comptroller has indicated that the out-placement function should be geared up to handle the prospective workload that would be produced by the enactment of our Early Retirement Bill. We will continually evaluate the out-placement function in terms of evolving requirements and adjust the staffing of the Out-Placement Branch accordingly. For purposes of this response, we consider that action has been completed.

Recommendation 6 (page 24)

"The Deputy Director for Plans instruct the Agent Panel of the Clandestine Services, with such support as necessary from the Office of Personnel and other

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25X1 components, to review the suitability of all staff agents, career agents, contract agents, consultants and contract employees of the Clandestine Services prior to overseas assignment and reassignment. This review should include consideration of security, medical and performance records and other factors bearing on suitability for such assignments. The review should be as similar as possible to the procedure followed for staff employees by the Overseas Candidate Review Panel as defined in "

Comment:

This recommendation is addressed to the DD/P and response will be by separate memorandum.

Recommendation 7 (page 25)

"a. The Director of Personnel continue the trend of assigning more energetic officers to this Division.

"b. A qualified officer acceptable to the Clandestine Services be assigned to CSPD as Deputy Chief."

Comment:

Efforts to identify a qualified officer are being made in consultation with the Chief, Operational Services Division of the Clandestine Services.

Recommendation 8 (page 26)

"The Deputy Director for Support give priority to developing a cadre of trained and qualified Administrative Assistants for small- and medium-sized field stations of the Clandestine Services."

Comment:

During the past few years we have been assigning selected graduates from the JOT Program to Support positions at the junior levels and we have recently increased the quota of junior officer trainees to be specifically selected for careers in the Support Services. There are, however, many positions in the Clandestine Services which carry the title of Administrative Officer or Administrative Assistant which are, in fact, senior stenographic and secretarial positions rather than junior professional Support positions. The matter of adequately distinguishing the higher level secretarial positions from the junior professional positions is a matter of continuing active consideration. The matter of staffing

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these positions properly is a gradual process which has been a matter of our continuing interest for several years. For purposes of this response, we consider the action has been completed.

Recommendation 9 (page 34)

"The Director of Personnel:

"a. Direct the Chief, Benefits and Services Division or another qualified officer to:

"(1) Develop a program of personnel counseling which will be more responsive to the needs of dissatisfied, under-used and misassigned employees, and of employees with medical, emotional, alcoholism, family and financial problems affecting their work or suitability for employment.

"(2) Develop information on what other progressive government and private organizations are doing in this field.

"(3) Prepare a revision of   Reassignment of Personnel, which would permit an employee who seeks reassignment and who has not been able to obtain satisfaction through his chain of command, to consult with the Office of Personnel providing he keeps his supervisor appropriately informed.

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"b. Present a proposal to the DDCI for an organized program of personnel counseling."

Comment:

Requires further study. We believe that the needed services and facilities for counseling, with the specific exception of career counseling, are in being; and if there is a fault, it may be that their availability is not known as widely as it should be among employees. We expect to get additional information about the need for expanded services in response to lectures which are being given by the Director of Personnel to Agency supervisors, wherein he invites supervisors to refer problems to his immediate office if they do not know where else to take them or if they have not been able to satisfactorily resolve them elsewhere. We expect this will give us an experience factor for the evaluation of existing facilities as well as the kinds of problems actually encountered.

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Recommendation 10 (page 38)

"The Director of Personnel:

"a. Redesignate the Salary and Wage Division as the Personnel Management Division;

"b. Broaden the charter of the Division to include: the review of personnel management policies and practices of offices and Career Services and manpower utilization;

"c. Extend the review function of the Division to include: salary and wage structure, promotion practices, retirement programs and insurance benefits of CIA proprietaries;

"d. Identify personnel problems resulting from this review and evaluation which are not possible to resolve with heads of offices and Career Services and bring them to the attention of the Executive Director or the DDCI with recommendations for action;

"e. Provide the Division with sufficient qualified people, funds and support to accomplish its broadened mission;

"f. Collaborate closely with the Director of Budget, Program Analysis and Manpower in carrying out this mission."

Comment:

Agree in part. The suggestion that the Salary and Wage Division be redesignated as the Personnel Management Division and that its charter be broadened as outlined in the survey report is perhaps too broad, leaving the inference that the activities of the Personnel Management Division would encompass the total responsibilities of the Director of Personnel. To comply with the recommendation it would be necessary to transfer to the Personnel Management Division functions now being performed by the Personnel Operations Division, the Plans and Review Staff and the Benefits and Services Division, and the advantages to be derived from this are not immediately apparent when considered in context with the effect such a re-alignment would have upon the remainder of the functions which these other components must continue to perform. We believe it is possible to expand the functions of the Salary and Wage Division to include certain aspects of the manpower utilization problems of the Agency in collaboration with the Director of Budget, Program Analysis and Manpower without requiring an extensive realignment of functions among the Personnel Operations Division and the Plans and Review Staff, and we are proceeding accordingly.

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With regard to that part of the recommendation which addresses itself to proprietary activities of the Agency, conversations have been held among the Director of Personnel, the Deputy Director for Support, the Chief, Covert Action Staff and the Executive Director-Comptroller; and it appears that the extent to which the Office of Personnel could participate in the administration of proprietaries is somewhat more limited than implied by the Inspector General's recommendation. We are proceeding, however, to define an appropriate role for the Office of Personnel in the administration of proprietaries. These are matters of continuing concern which we will follow, but for purposes of responding to this survey, we consider that the recommendation has accomplished its purpose.

Recommendation 11 (page 40)

"The Director of Personnel review former and current proposals for an executive development program and submit a new proposal to the DDCI which will identify and provide special development opportunities for employees with potential as generalists for senior managerial and executive responsibility."

Comment:

Proposals for an executive development program have been reviewed by the Executive Director-Comptroller and, with some revisions, have been submitted to the Deputy Director of Central Intelligence. Further action in response to Recommendation 11 will be deferred until further guidance is received from the Office of the Director.

Recommendation 12 (page 42)

"The Deputy Director for Support:

"a. Expedite the issuance of revised personnel regulations on Employee Conduct, Manpower Controls, Position Analysis, Hours of Work, Pay and Involuntary Separations.

"b. Revise Confidential Funds Regulations on Staff Employees, Staff Agents,  Rights, Salary, Contractual Agreements for the Covert Support of Operations issued in 1950 and 1951."

Comment:

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now being revised to satisfy the comments. The regulations on Hours of Work [ ] were delayed pending a determination of Agency policy about overtime and are now being prepared for coordination to state the Agency overtime policy substantially as it was in 1959 and earlier. The regulation on Manpower Control [ ] is being prepared by the Director, Budget, Program Analysis and Manpower. The regulation on Involuntary Separations [ ] is being modified to incorporate several changes suggested by the Deputy Director of Central Intelligence after which it will be submitted for Agency coordination. The remaining Confidential Funds Regulations will be rescinded when the Headquarters [ ] regulations on Pay and Hours of Work are issued. 25X1

Recommendation 13 (page 45)

"a. The Director of Personnel revise the regulations governing the Overseas Candidate Review Panel to provide for the conduct of post mortems in all cases in which staff employees are returned from overseas for misconduct and related reasons. This post mortem should include a report on what action the employee's present and former supervisors took to deal with the problem and recommendations where indicated as to what should be done about supervisors who have not faced up to their responsibility.

"b. The Deputy Director for Plans revise the procedures governing the Agent Panel of the Clandestine Services Career Service Board to provide for similar post mortems and reporting on all non-staff personnel of the Clandestine Services returned from overseas for misconduct and related reasons."

Comment:

Response by separate memorandum.

Recommendation 14 (page 46)

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"The Deputy Director for Support review the processing of recent involuntary separation cases under [ ] and recommend to the DDCI procedures which will provide for more efficient processing and the elimination of unnecessary delays."

Comment:

We consider that the proposed revision of [ ] which is now being amended to accommodate comments offered by the Deputy Director of Central Intelligence, will serve to eliminate some of the delays which have occurred in 25X1



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certain separation cases. Aside from purely human factors involved in some delays, cases have occasionally taken more time than is really necessary in reaching the Office of the Director for decision because of a tendency to apply the provisions of the existing regulation in rather a literal way in order to avoid possible problems in the courts over the question of compliance with our own regulation. By having the regulation reflect what actually happens procedurally, we expect that people reviewing separation cases will concentrate more on the substantive aspects of the case rather than becoming preoccupied with technical procedural questions. In addition, the Office of Personnel is making a concerted effort to ensure that weaknesses and discrepancies are eliminated at the Office or Career Service level before formal separation action is started. We believe these measures will accomplish the purpose of the Inspector General's recommendation.

Recommendation 15 (page 50)

"The Deputy Director for Support:

"a. Review the respective roles of the Office of Training and the Office of Personnel in the Career Officer Trainee Program, and ensure that the latter office has a sufficient role in the selection, scheduling and assignment of officers in the program.

"b. Take such additional steps as are necessary to resolve unresolved questions of requirements, qualifications, training, sources and selection procedures for trainees under the new program.

"c. Review the Career Officer Trainee Program in January 1965 to ensure that it is being carried out in accordance with the objectives stated in the memorandum approved by the DDCI dated 25 February 1964, Recruitment of Young Officers.

"d. [ ] Applications for Junior Officer Trainee Program which expired on 1 January 1964, should be revised to reflect changes in the program and given wide distribution [ ] at Headquarters.

"e. Instruct the Director of Personnel, in collaboration with the Heads of Career Services and the Director of Training, to recruit young officers with potential as Career Officer Trainees for selected jobs in all Directorates where they can serve while gaining on-the-job experience to establish their qualifications for the COT Program."

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Comment:

a. There is a continuing effort through close and cooperative working relationships to ensure achievement of this objective. I believe the Offices of Training and Personnel have a mutually satisfactory understanding of their roles and no specific changes are warranted. Selection standards and procedures are under continuing review, especially now that the Program is being extended to include nearly all of the career fields in addition to the Clandestine Services.

b. All necessary initial requirements and qualifications information was received early in June and they will be updated and refined as we gain experience with certain career groups.

c. The Junior Officer Training Program is under continuing review, but I agree that a special review in January 1965 for the specific purposes mentioned will be useful.

d. A proposed reissuance of  Applications for Junior Officer Trainee Program, was circulated for coordination. Because of dissenting comment from the Assistant Deputy Director for Plans, as yet unresolved, it has not been published. A redraft is being prepared and will be submitted for further consideration.

e. We are in general agreement with this objective to the extent that suitable vacancies can be found for such young officers. We must not be tempted to use such a plan, however, to justify setting arbitrary age and Agency experience requirements for JOT's. The JOT Program must remain open to all comers on a "best qualified," competitive basis irrespective of whether candidates are "internal" or apply from outside the Agency. At the same time, we should be perfectly willing to permit the less mature candidates who don't make JOT on their first try to compete for other available vacancies with the intention that, if hired, they may try again later for the JOT Program. The Offices of Personnel and Training have begun action to carry out this recommendation. A few highly qualified candidates have been identified whom we will try to place in the various components, with a view toward subsequent evaluation as internal candidates for the JOT Program.

Recommendation 16 (page 54)

"The Director of Personnel:

"a. Collaborate with the Assessment and Evaluation Staff of the Medical Staff to develop or adopt a series of test batteries designed to measure the characteristics, qualifications and experience of professional, communications and clerical applicants;

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"b. Inaugurate a pilot program in which such candidates would be invited through advertised notices to undergo test examinations; and

"c. Based on the effectiveness of the advertising and test procedures, and on opportunities for economies which may result, adopt a permanent advertising and testing program for the recruitment of staff employees."

## Comment:

Nonconcur. Although some employers use tests as prescreening devices, our recruiters and college placement officers advise us that this technique is not preferred. In fact, they even discourage requiring a prospective applicant to complete application forms before an interview. The principal reason is that there are so many demands on the time of the graduate that to require him to spend one, or several, hours taking an examination, waiting for the results, and then conducting an interview only with acceptable candidates discourages rather than attracts candidates.

## Recommendation 17 (page 55)

"The Deputy Director for Support explore the feasibility of administering polygraph and medical examinations at selected field locations in the United States."

## Comment:

We first considered the feasibility of administering polygraph and medical examinations at field locations several years ago and have reconsidered it from time to time since. Each time we review the problem the conclusion is the same, and particularly it seems impractical at this time because the volume of our recruitment is relatively low and the demands upon our security and medical staffs within a very tight personnel and budget ceiling are such that field examinations seem impractical. Apart from the budget and manpower problems, there are problems of the quality of the examinations which can be given at field locations in comparison with those we can offer at the Headquarters Building as well as administrative problems of scheduling applicants from several parts of the country into a particular field location in such a way that the purposes of the personnel recruitment officers, the polygraph examiners, and the physicians can be adequately served. Medical and psychiatric examinations performed at the Headquarters Building are technically reliable because we have available equipment and facilities as well as professional consultants to perform specialized diagnostic procedures and evaluations. These services could not

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be duplicated at a field location at a comparable cost and could not be adequately performed by a visiting physician unless the facilities were available. The cost of assigning full-time medical personnel to selected field locations would be prohibitive because the volume of candidates in any particular geographic area would not generate enough workload to keep them actively occupied full time.

Pre-employment polygraph and medical examinations are now tied in with interviews of the candidate by the operating component interested in him, and all of these interviews are usually completed during one visit of a few days duration. Unless the operating components would accept a recruitment process that did not include an opportunity for them to interview candidates, there would be no savings in invitee travel costs.

For these reasons we have concluded that it is not feasible to administer polygraph and medical examinations at field locations in the United States.

Recommendation 18 (page 56)

"The Director of Personnel analyze the records in the Office of Personnel of candidates for staff employment who have declined positions offered them, in an effort to determine the principal causes of such rejections so that the findings can be disseminated to Career Services and recruiting officers in the interest of reducing processing costs."

Comment:

We believe the essential purpose of this recommendation is now being served. Cancellations are reported to all interested parties and processing is terminated as soon as they are received. The difficulty occurs when the applicant does not take the trouble to notify us that he is no longer interested, and this fact only becomes known when we approach him after processing has been completed to set a date for his entrance on duty. A correspondence and clerical system for the purpose of maintaining continuing contact with all applicants who are in process at any one time for the purpose of discovering a change in interest would be extremely complex and cumbersome to administer, and would serve only the purpose of bringing to our attention somewhat earlier a change in interest on the part of those relatively few people who would not otherwise trouble themselves to notify us. On the other hand, a continuing show of interest by the Agency could be extremely embarrassing and difficult to explain in those cases where Agency interest is terminated for security, medical, or other reasons.

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Our placement officers do analyze all cancellation cases and we have been able to effect significant reduction in the number of cases cancelled by operating components, although these statistics have been distorted in recent months by the re-evaluation of applicants in terms of reduced ceilings which has been necessary.

We would propose to continue our present practice of having placement officers review the files of applicants who decline offers of employment and maintain informal records of the reasons offered. When these records suggest significant trends which might be useful to Career Services or recruiting officers, they would be reported.

Recommendation 19 (page 57)

"The Director of Personnel in collaboration with the Individual Career Services conduct a study of the prevailing rate of attrition among professional career employees in an effort to arrive at findings which may suggest ways of reducing the implicit costs of high attrition rates."

Comment:

Although we agree in principle that attrition requires study and analysis as a basis for identifying correctable deficiencies, we believe that such study on the comprehensive basis recommended by the Inspector General might well be deferred during the current period of readjustment to reduced personnel ceilings. Alternatively, we would suggest studies directed at particular occupational categories where there seems to be a continuing high rate of attrition. Incidentally, such a study of economists has recently been completed and nothing specific or conclusive has been proven. Nevertheless, we plan to continue this type of study, varying the factors considered, in the hope that we may find something which will prove useful in improving our rate of retention.

Recommendation 20 (page 58)

"The Deputy Director for Support:

"a. Continue to give a high priority to recruiting enough qualified professional personnel to bring and keep the A&E Staff up to strength; and

"b. Explore with the Chief, Medical Staff, ways in which the A&E Staff can make a greater contribution to the Agency's personnel program."

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Comment:

We will, of course, continue our intensive effort to recruit and hold qualified professional people for the Assessment and Evaluation Staff. DD/S has requested the Chief, Medical Staff to conduct a survey of the Agency's requirements for psychological services. As a part of their survey, particular attention will be given to the question of how this Staff can make a greater contribution to the Agency's personnel program.

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